

**CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION  
OFFICE OF WORKFORCE PLANNING  
QUALIFICATIONS ASSESSMENT FOR  
COMMUNITY RESOURCES MANAGER, DEPARTMENT OF CORRECTIONS (DOC)**

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This examination will provide you with an opportunity to demonstrate significant aspects of your qualifications for the **Community Resources Manager, DOC** classification with the California Department of Corrections and Rehabilitation (CDCR). The information you provide will be rated based on objective criteria created by Subject Matter Experts. The rating will be used to determine your final score in this examination. If successful, your name will be placed on an eligible list for the classification listed above. The list will be used by CDCR locations/facilities statewide to fill existing vacancies. A "Conditions of Employment" form is included in this examination which will allow you to select the location and time bases you are interested in working. It is **required** that you personally complete this examination accurately and without assistance.

**You will be evaluated based on your ability to follow directions and read, interpret, and respond appropriately to the questions in this Qualifications Assessment. Candidates who fail to follow the instructions will be eliminated from this examination.**

**THIS AFFIRMATION MUST BE COMPLETED**

**Government Code Section 18935:**

"The board may refuse to examine or, after examination, may refuse to declare as an eligible or may withhold or withdraw from certification, prior to appointment, anyone who comes under any of the following categories:

- j. Has intentionally attempted to practice any deception or fraud in his or her application, in his or her examination, or in securing his or her eligibility."

I hereby certify and understand that the information provided by me on this questionnaire is true and complete to the best of my knowledge and contains no willful misrepresentation or falsifications. I also understand that if it is discovered that I have made any false representations, I will be removed from the list resulting from this examination and may not be allowed to compete in future examinations for State employment. If already hired from the result of this examination, I may have adverse action taken against me, which could result in dismissal.

**SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**NAME (PRINTED):** \_\_\_\_\_

**SOCIAL SECURITY NUMBER:** \_\_\_\_\_

**HOME PHONE NUMBER:** \_\_\_\_\_

**WORK PHONE NUMBER:** \_\_\_\_\_

YOUR COMPLETED QUALIFICATIONS ASSESSMENT AND APPLICATION (Std. Form 678) MUST INCLUDE YOUR **ORIGINAL SIGNATURE** AND MUST BE MAILED OR DELIVERED TO THE FOLLOWING LOCATION:

**Mail to:**

Department of Corrections and Rehabilitation  
Office of Workforce Planning  
P.O. Box 942883  
Sacramento, CA 94283-0001

**or Deliver in Person to:**

Department of Corrections and Rehabilitation  
Office of Workforce Planning  
1515 "S" Street, Room 101N  
Sacramento, CA 95811

**NOTE:**

- Candidates whose Qualifications Assessment is postmarked, personally delivered or received via interoffice mail after the due date will be eliminated from the examination.
- Be sure your envelope has **adequate postage** if submitting via mail.
- Facsimiles (FAX) will **NOT** be accepted under any circumstances.
- Make and keep a photocopy of the completed Qualifications Assessment for your records.

## GENERAL INSTRUCTIONS

### Read instructions carefully

**Do not attach any additional documents** to this Qualifications Assessment or send any forms/documents in advance.

This process is the entire examination for the above classification. Therefore, please be sure to follow the instructions carefully as missing or incomplete information may result in disqualification or a lower score.

1. Additional instructions are provided on the following pages.
2. If successful, your name will be placed on an eligible list for the classification listed above.
3. The examination is intended to provide candidates the opportunity to demonstrate their knowledge and experience in a variety of areas. It is not expected that you will have experience in all areas.

The following areas comprise of the complete examination for Community Resources Manager, DOC. You must ensure you have addressed each of the following areas:

- Affirmation Statement (page 1)
- General Instructions (page 2)
- Prior State Employment Information (page 3)
- Conditions of Employment (pages 4 -5)
- Minimum Qualifications (page 5)
- Job Requirements (page 6)
- Desirable Qualifications (page 7)
- Community Resources Manager, DOC Work Experience (page 8 - 9)
- Community Resources Manager, DOC Knowledge Assessment (page 10 -11)

### YOUR RESPONSES ARE SUBJECT TO VERIFICATION

Please keep in mind that all information provided on this Qualifications Assessment will be subject to verification at any time during the examination process, hiring process, and even after gaining employment. Anyone who misrepresents his/her experience will be subject to adverse consequences, which could include the following action(s):

- Removal from the examination process
- Removal from the certification list
- Loss of State employment
- Loss of rights to compete in any future State examinations

**PRIOR STATE EMPLOYMENT INFORMATION**

Complete this next section ONLY if you have been previously dismissed from California State Civil Service employment by punitive action or as a result of disciplinary proceedings. IF THIS DOES NOT APPLY TO YOU, please skip this question.

Rule 211 provides that a dismissed State employee may only participate in State Civil Service examinations if he/she has obtained prior consent from the State Personnel Board.

Do you have written permission from the State Personnel Board Executive Officer to take this examination?

<input type="checkbox"/>	YES
<input type="checkbox"/>	NO

**AVAILABLE POSITIONS ARE LOCATED  
THROUGHOUT THE STATE OF CALIFORNIA**

After list release, please notify the California Department of Corrections and Rehabilitation (CDCR) promptly of any address changes or availability for employment at the following address:

California Department of Corrections and Rehabilitation  
Division of Human Resources  
Office of Workforce Planning  
P.O. Box 942883  
Sacramento, CA 94283-0001  
Attn: Certification Unit

**CONDITIONS OF EMPLOYMENT FORM FOR CDCR ADULT FACILITY LISTINGS ONLY**

**PLEASE MARK THE APPROPRIATE BOX(ES) OF YOUR CHOICE - YOU WILL NOT BE OFFERED A JOB IN LOCATIONS NOT MARKED.**

If you are successful in this examination, your name will be placed on an active employment list and referred to fill vacancies according to the conditions you specify on this form. Therefore, before you mark this form, there are some things you should consider. If you are not planning to relocate or are not willing to travel to a distant job location, do not select locations that are a long way from your residence. You may choose up to 15 different locations. If you choose more than 15, you will be certified for anywhere in the State.

**TYPE OF APPOINTMENT YOU WILL ACCEPT**

Please mark the appropriate box (es) - you may check "(A) Any" if you are willing to accept any type of employment.

☐ (D) Permanent Full-Time      ☐ (R) Permanent Part-Time      ☐ (K) Limited-Term Full-Time      ☐ (A) Any

NOTE: Due to budget constraints most positions will be appointed as Limited-Term. If all are marked and you receive an appointment other than permanent full-time, your name will continue to be considered for permanent full-time positions.

**LOCATION(S) YOU ARE WILLING TO WORK**

☐ 5 ANYWHERE IN THE STATE - If this box is marked, no further selection is necessary.

*NOTE: California State Prison has been abbreviated to "CSP."*

☐ 7238 UPPER NORTHERN REGION – If this box is marked, no further selection is necessary.

<input type="checkbox"/> 0802 <b>Pelican Bay State Prison</b> Crescent City, Del Norte County	<input type="checkbox"/> 1802 <b>California Correctional Center</b> Susanville, Lassen County	<input type="checkbox"/> 1805 <b>High Desert State Prison</b> Susanville, Lassen County
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☐ 7231 NORTHERN REGION – If this box is marked, no further selection is necessary.

<input type="checkbox"/> 0309 <b>Mule Creek State Prison</b> Ione, Amador County	<input type="checkbox"/> 3423 <b>CSP, Sacramento</b> Represa, Sacramento County	<input type="checkbox"/> 3914 <b>California Health Care Facility</b> Stockton, San Joaquin County
<input type="checkbox"/> 2102 <b>CSP, San Quentin</b> San Quentin, Marin County	<input type="checkbox"/> 3901 <b>Deuel Vocational Institution</b> Tracy, San Joaquin County	<input type="checkbox"/> 5505 <b>Sierra Conservation Center</b> Jamestown, Tuolumne County
<input type="checkbox"/> 3400 <b>Headquarters</b> Sacramento, Sacramento County	<input type="checkbox"/> 3432 <b>Folsom Women's Facility,</b> <b>Sacramento</b> Represa, Sacramento County	<input type="checkbox"/> 3417 <b>Richard A. McGee Correctional</b> <b>Training Center</b> Galt, Sacramento County
<input type="checkbox"/> 3404 <b>Folsom State Prison</b> Represa, Sacramento County	<input type="checkbox"/> 4811 <b>CSP, Solano</b> Vacaville, Solano County	<input type="checkbox"/> 4804 <b>California Medical Facility</b> Vacaville, Solano County

☐ 7232 CENTRAL REGION – If this box is marked, no further selection is necessary.

<input type="checkbox"/> 1015 <b>Pleasant Valley State Prison</b> Coalinga, Fresno County	<input type="checkbox"/> 1605 <b>Avenal State Prison</b> Avenal, Kings County	<input type="checkbox"/> 1606 <b>CSP, Corcoran</b> Corcoran, Kings County
<input type="checkbox"/> 1514 <b>North Kern State Prison</b> Delano, Kern County	<input type="checkbox"/> 2004 <b>Valley State Prison</b> Chowchilla, Madera County	<input type="checkbox"/> 1522 <b>Kern Valley State Prison</b> Delano, Kern County
<input type="checkbox"/> 2708 <b>Salinas Valley State Prison</b> Soledad, Monterey County	<input type="checkbox"/> 2701 <b>Correctional Training Facility</b> Soledad, Monterey County	<input type="checkbox"/> 4005 <b>California Men's Colony</b> San Luis Obispo, San Luis Obispo County
<input type="checkbox"/> 1513 <b>Wasco State Prison Reception</b> <b>Center</b> Wasco, Kern County	<input type="checkbox"/> 1608 <b>California Substance Abuse</b> <b>Treatment Facility</b> Corcoran, Kings County	<input type="checkbox"/> 2003 <b>Central California Women's</b> <b>Facility</b> Chowchilla, Madera County

**CONDITIONS OF EMPLOYMENT FORM FOR CDCR ADULT FACILITY LISTINGS ONLY (Continued)**

☐ 7233 **SOUTHERN REGION** – If this box is marked, no further selection is necessary.

ADULT FACILITIES:		
<input type="checkbox"/> 1307 <b>Calipatria State Prison</b> Calipatria, Imperial County (North)	<input type="checkbox"/> 3313 <b>Chuckawalla Valley State Prison</b> Blythe, Riverside County	<input type="checkbox"/> 5610 <b>Ventura YCF</b> Camarillo, Ventura County
<input type="checkbox"/> 1308 <b>Centinela State Prison</b> Imperial, Imperial County (South)	<input type="checkbox"/> 3329 <b>Ironwood State Prison</b> Blythe, Riverside County	<input type="checkbox"/> 3310 <b>California Rehabilitation Center</b> Norco, Riverside County
<input type="checkbox"/> 1995 <b>CSP, Los Angeles</b> Lancaster, Los Angeles County	<input type="checkbox"/> 3612 <b>California Institution for Men</b> Chino, San Bernardino County	<input type="checkbox"/> 1523 <b>California City</b> California City, Kern County
<input type="checkbox"/> 1503 <b>California Correctional Institution</b> Tehachapi, Kern County	<input type="checkbox"/> 3613 <b>California Institution for Women</b> Corona, San Bernardino County	<input type="checkbox"/> 3715 <b>R. J. Donovan Correctional Facility at Rock Mountain</b> San Diego, San Diego County

**MINIMUM QUALIFICATIONS**

**Either I**

Broad and extensive experience, at least five years, which shall have developed an understanding of correctional institution programs, including inmate custody and classification within the Department of Corrections and Rehabilitation. This experience must have included at least two years in the California state service performing duties at the level of responsibility of a Correctional Counselor II (Supervisor) or Correctional Lieutenant.

**Or II**

**Experience:** Three years of managerial or second level supervisory experience in developing and implementing community service programs or serving as a liaison to community-based organizations or service groups in one or more of the following areas:

1. Criminal Justice. or
2. Law Enforcement. or
3. Government. or
4. A multi-service program.

(Experience in the California state service applied toward this requirement must include at least two years performing duties at the level of responsibility of a Correctional Counselor II (Supervisor) or Correctional Lieutenant.)

**And**

**Education:** Equivalent to graduation from college. (Additional qualifying experience may be substituted on a year-for-year basis.)

**Special Personal Characteristics:** Ability to effectively present the Warden, Assistant Director, or Director in the community; ability to successfully interact with a wide range of community individuals and with correctional staff; demonstrated capability to develop, coordinate, and obtain community-based resources; sympathetic or empathetic understanding of the problems of correctional institution staff and inmates; tact; emotional stability; maturity; and neat personal appearance.

### JOB REQUIREMENTS

The following are job requirements. Please respond to each question by marking the appropriate box. If you are unwilling or unable to comply with any of the following job requirements, it will be grounds for elimination from the examination process.

1.	Are you willing to abide by and adhere to safety policies and provisions (e.g., wear personal alarm, carry whistle, protective clothing and apparatus, etc.) applicable to specific work assignments?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.	Are you willing to comply with annual tuberculosis screening requirements?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.	Are you willing to abide by and adhere to the institutional dress code?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4.	Are you willing to comply with departmental training requirements?	<input type="checkbox"/> Yes <input type="checkbox"/> No
5.	Are you willing to report staff misconduct, dangerous situations/contraband to supervisors and/or custody staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6.	Are you willing to work in and/or visit a State correctional facility of various custody/security levels?	<input type="checkbox"/> Yes <input type="checkbox"/> No
7.	Are you willing to work in various mental health settings and programs within the institutions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
8.	Are you willing to work with inmates/parolees/youthful offenders, including some who may be mentally ill, developmentally disabled, potentially dangerous, sex offenders, and/or infected with contagious diseases such as Hepatitis C, HIV/AIDS, or tuberculosis?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9.	Are you willing to work around peace officers armed with chemical agents and/or weapons?	<input type="checkbox"/> Yes <input type="checkbox"/> No
10.	Are you willing to provide instruction or oversight regarding departmental policies, procedures, standards, and practices to other employees, outside consultants, and/or members of the public?	<input type="checkbox"/> Yes <input type="checkbox"/> No
11.	Are you willing to treat inmates/parolees/youthful offenders in a professional, ethical, and tactful manner?	<input type="checkbox"/> Yes <input type="checkbox"/> No
12.	Are you willing to promote positive, collaborative, professional working relations among co-workers both from within and outside of the work unit?	<input type="checkbox"/> Yes <input type="checkbox"/> No
13.	Are you willing to participate in team meetings, committees, special projects, etc, as required and/or assigned by your supervisor/manager?	<input type="checkbox"/> Yes <input type="checkbox"/> No
14.	Are you willing to work after normal business hours and on-call hours?	<input type="checkbox"/> Yes <input type="checkbox"/> No
15.	Are you willing to travel to work sites away from assigned work location, which could require extended hours of work and/or overnight or multiple-day trips?	<input type="checkbox"/> Yes <input type="checkbox"/> No
16.	Are you willing to train and supervise staff, volunteers, and contractors?	<input type="checkbox"/> Yes <input type="checkbox"/> No
17.	Are you willing to participate in departmental legal activities (e.g., serve as an expert witness or material witness, etc.)?	<input type="checkbox"/> Yes <input type="checkbox"/> No

**DESIRABLE QUALIFICATIONS**

Please indicate if you have any of the following certifications, training, or experience by marking the appropriate box(es).

NOTE: "Significant experience" is defined as being that which is gained from having more than 4 years of full-time experience in the area in question.

Bachelors Degree in Social Services and/or Criminal Justice or a closely related field.	
Advanced Degree (Masters/PhD).	
Significant experience with community based organizations (i.e., services for high risk populations, inmates, parolee's, probationers).	
Significant experience working as an advocate.	
Significant experience working with governmental agencies.	
Experience as a community or civic leader.	

**SECTION I**  
**WORK EXPERIENCE – COMMUNITY RESOURCES MANAGER, DOC**

		Length of Experience				
		Extensive Experience	Moderate Experience	Basic Experience	Limited Experience	Minimal Experience
<p><b>Note to Applicant:</b> For items #1 - #26, refer to the scale description below and rate your level of experience.</p> <p><b>Definition of Levels:</b></p> <p><b>Extensive Experience:</b> More than 4 years experience <u>performing</u> this task.</p> <p><b>Moderate Experience:</b> Over 3 years to 4 years experience <u>performing</u> this task.</p> <p><b>Basic Experience:</b> Over 2 years to 3 years experience <u>performing</u> this task.</p> <p><b>Limited Experience:</b> Over 1 year to 2 years experience <u>performing</u> this task.</p> <p><b>Minimal Experience:</b> 1 year or less experience <u>performing</u> this task.</p>						
1.	Oversee activity groups and volunteer programs for at-risk groups.					
2.	Solicit for and manage community-sponsored activities (citizen advisory committees, partnerships, self-help groups, etc).					
3.	Develop training and/or orientation programs for volunteers, or contract program staff.					
4.	Conduct training for volunteers or contract program staff.					
5.	Coordinate and allocate community resource programs within a facility.					
6.	Monitor and evaluate the work of others to ensure compatibility with organizational rules.					
7.	Establish and maintain cooperative working relationships with the community (elected officials, concerned citizens, public agencies, etc).					
8.	Consult with management and/or private and public organizations to build community relationships.					
9.	Act as a liaison between the community and program staff to insure that local rules are being followed.					
10.	Facilitate and coordinate advisory committees to provide a communications link among groups with differing goals.					
11.	Analyze and evaluate sensitive program areas and situations and take effective action to ensure rules are being followed.					
12.	Conduct presentations to community organizations (city counsel, board of supervisors, schools, job fairs, etc).					
13.	Track and monitor allotments to ensure funding is available for all activities.					
14.	Maintain a budget to ensure proper utilization of resources.					
15.	Collect and maintain program data (number of volunteers and/or contracted staff, program hours, etc) to ensure that programs available are sufficiently utilized.					
16.	Prepare and submit community resource usage reports to management for evaluation of available programming.					



**SECTION I**  
**WORK EXPERIENCE – COMMUNITY RESOURCES MANAGER, DOC**

<p><b>Note to Applicant:</b> For items #1 - #26, refer to the scale description below and rate your level of experience.</p> <p><b>Definition of Levels:</b></p> <p><b>Extensive Experience:</b> More than 4 years experience <u>performing</u> this task.</p> <p><b>Moderate Experience:</b> Over 3 years to 4 years experience <u>performing</u> this task.</p> <p><b>Basic Experience:</b> Over 2 years to 3 years experience <u>performing</u> this task.</p> <p><b>Limited Experience:</b> Over 1 year to 2 years experience <u>performing</u> this task.</p> <p><b>Minimal Experience:</b> 1 year or less experience <u>performing</u> this task.</p>		Length of Experience				
		Extensive Experience	Moderate Experience	Basic Experience	Limited Experience	Minimal Experience
17.	Develop essential local policy supplements and operating procedures that cover necessary responsibilities.					
18.	Review and update local policy to ensure that they reflect the vision of the organization.					
19.	Manage and oversee contracted services to ensure compliance with the scope of the work agreed to.					
20.	Oversee and supervise chaplaincy services (Chaplains, religious programs, volunteers, and religious meal programs) to ensure that they provide mandated access to religion for at-risk groups.					
21.	Oversee and supervise volunteers and/or community based service providers to ensure that they are providing proper services to at-risk groups.					
22.	Manage charitable group fund-raising activities (toy drives, blood drives, sale of donated products and/or commodities, etc).					
23.	Represent others on community committees (citizen advisory groups, involvement groups, fund-raising activities, etc).					
24.	Oversee the acceptance of gifts and/or donations to a program to ensure that all items are appropriate for the receiving group.					
25.	Conduct program compliance reviews, audits, and surveys to monitor program outcomes and identify deficiencies.					
26.	Monitor and approve security clearances for employees/volunteers to ensure the safety of themselves or others.					

**SECTION II**  
**KNOWLEDGE ASSESSMENT – COMMUNITY RESOURCES MANAGER , DOC**

For items #27 - #52, please rate your level of knowledge by indicating the box that best describes your level of knowledge in each of the following areas.		Level of Knowledge			
		<u>Extensive Knowledge</u>	<u>Moderate Knowledge</u>	<u>Basic Knowledge</u>	<u>Limited Knowledge</u>
<b>Definition of Levels:</b>					
<b>Extensive Knowledge:</b> I possess an expert knowledge level to the extent that I have effectively performed tasks related to this knowledge in the most difficult and complex situations and I have instructed others on specific aspects of this knowledge.					
<b>Moderate Knowledge:</b> I possess a sufficient knowledge level that has allowed me to perform tasks related to this knowledge successfully and I have applied it to an actual job.					
<b>Basic Knowledge:</b> I possess some knowledge but may require additional instruction to apply this knowledge effectively.					
<b>Limited Knowledge:</b> I possess little or no knowledge relevant to this area.					
27.	The relationship between a correctional institution and the community.				
28.	Modern principles and practices in penal administration.				
29.	Provisions of religious services within the correctional setting.				
30.	Recruitment, training, supervision, retention, and evaluation of volunteers.				
31.	The role of citizen advisors in corrections.				
32.	The use of contracted services to support a program.				
33.	Effective training methods.				
34.	Development and delivery of presentations to others.				
35.	Organizations, facilities, and services in the community (both volunteer and non-volunteer).				
36.	Principles and techniques of public relations.				
37.	Dynamics of interpersonal relationships and behaviors.				
38.	Survey methods and analytical techniques.				
39.	Methods of influencing public opinion.				
40.	The needs of victims of crime and/or victim rights groups.				
41.	Techniques for effective fund-raising.				
42.	Contractual requirements for services.				
43.	The personnel and administration requirements of a high-security facility.				
44.	Institutional programs, regulations, and functions.				
45.	Principles of audits and corrective action plans.				
46.	Program monitoring methods.				

**SECTION II**  
**KNOWLEDGE ASSESSMENT – COMMUNITY RESOURCES MANAGER , DOC**

For items #27 - #52, please rate your level of knowledge by indicating the box that best describes your level of knowledge in each of the following areas.		Level of Knowledge			
		<u>Extensive Knowledge</u>	<u>Moderate Knowledge</u>	<u>Basic Knowledge</u>	<u>Limited Knowledge</u>
<p><b>Definition of Levels:</b></p> <p><b><u>Extensive Knowledge:</u></b> I possess an expert knowledge level to the extent that I have effectively performed tasks related to this knowledge in the most difficult and complex situations and I have instructed others on specific aspects of this knowledge.</p> <p><b><u>Moderate Knowledge:</u></b> I possess a sufficient knowledge level that has allowed me to perform tasks related to this knowledge successfully and I have applied it to an actual job.</p> <p><b><u>Basic Knowledge:</u></b> I possess some knowledge but may require additional instruction to apply this knowledge effectively.</p> <p><b><u>Limited Knowledge:</u></b> I possess little or no knowledge relevant to this area.</p>					
47.	Principles of a budget and cost allocations.				
48.	Contract management requirements within State government.				
49.	Structure and function of non-profit organizations.				
50.	The Impact of current and proposed legislation on department programming.				
51.	Supervisory principles, practices, and techniques.				
52.	The Supervisor's role in promoting equal opportunity in hiring, development, and promotion of employees.				

**THIS CONCLUDES THE QUALIFICATIONS ASSESSMENT FOR  
COMMUNITY RESOURCES MANAGER, DOC**

Please refer to page one for mailing instructions